



USAID
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COLOMBIA



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A L L I E S



Vigilada Mineducación

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EXECUTIVE SUMMARY

The Cacao Effect (TCE) celebrates its first year by strengthening the cacao production chain and contributing to improve the living conditions of producers and their communities, achieving the proposed objectives, with the lessons learned from the first year of implementation, which establish the foundation of operation. Now providing legal opportunities in 4 subregions: Urabá, Bajo Cauca, Centro-Sur del Huila, and Tumaco, TCE marked a step towards rural development with an inclusive and shared value creation model.

14 cacao associations were selected to strengthen their organizational structure. Moreover, these nominated the producers to improve their overall productivity.

557 producers were trained using the "I am a Cacaocultor" methodology and were supported with Luker Chocolate's technical and commercial experience. 372 producers from the Enel-Emgesa associations and resettlements, were selected for sowing and rehabilitation. 151.3 hectares of transitional shade trees were planted with guandul and corn. This area will be ready for cacao in the first half of 2020. Rehabilitation was carried out to improve the productivity of aged trees, through pruning, height reduction, and grafting (of productive Fine Flavour Cocoa) in 53.8 hectares. Finally, keeping the objective of increasing the cacao crop productivity in mind, the productivity and environmental monitoring was performed on anchor crops and the crops of small producers.

As an option to improve the living conditions of producers and their families, training in entrepreneurship, human rights, gender equity awareness, and teamwork were carried out. 103 business ideas were identified; moreover, all the feasible ideas will be supported. Also, to acknowledge their work, the entrepreneurship contest was organized.

In Necoclí the EGRA results confirmed the improvement of academic skills. The Socio-emotional skills of 570 students from Escuela Nueva were strengthened, and 25 teachers were trained. 75 adults and 62 young people continue their training, and the ReHaSer program, which strengthens resilience skills, is just beginning.

TCE has an excellent team that follows the guidelines of all allies through the steering groups and is ready to start year 2.



1. INTRODUCTION

1. INTRODUCTION

1.1 DESCRIPTION OF THE ACTIVITY

An Alliance of **inclusive rural development** for peace building

The Cacao Effect (TCE) is an alliance between the United States Agency for International Development (USAID), Luker Chocolate, Luker Foundation, Enel-Emgesa, Saldarriaga Concha Foundation, and EAFIT, which seeks to **strengthen the cacao production chain and contribute to the improvement of the living conditions of producers and their communities**, providing lawful opportunities in 4 sub-regions: Urabá, Bajo Cauca, Centro-Sur del Huila, and Tumaco. The alliance has a total investment of US \$ 35.1 million (US \$ 6.2 from USAID and US \$ 28.8 from the private sector)

The Cacao Effect implements the following three components:

1) Increase productivity in cacao crops through the establishment of an anchor crop in Necoclí - Antioquia and a second in El Agrado – Huila. Also, with the intervention of crops of small cacao producers through sowing and/or crop rehabilitation.

2) Strengthen cacao producer associations by improving technical, commercial, and management skill.

3) Improve the academic, socioemotional, and resilience **skills** of the population close to the Necoclí anchor crop.



1.2 GEOGRAPHY

ZONE DEPARTMENT

URABÁ

1	NECOCLÍ	ANTIOQUIA
2	APARTADÓ	ANTIOQUIA
3	TURBO	ANTIOQUIA
4	SAN PEDRO	ANTIOQUIA

ZONE DEPARTMENT

BAJO CAUCA

5	CAUCASIA	ANTIOQUIA
6	CÁCERES	ANTIOQUIA
7	ZARAGOZA	ANTIOQUIA
8	MONTELIBANO	CÓRDOBA
9	PUERTO LIBERTADOR	CÓRDOBA

ZONE DEPARTMENT

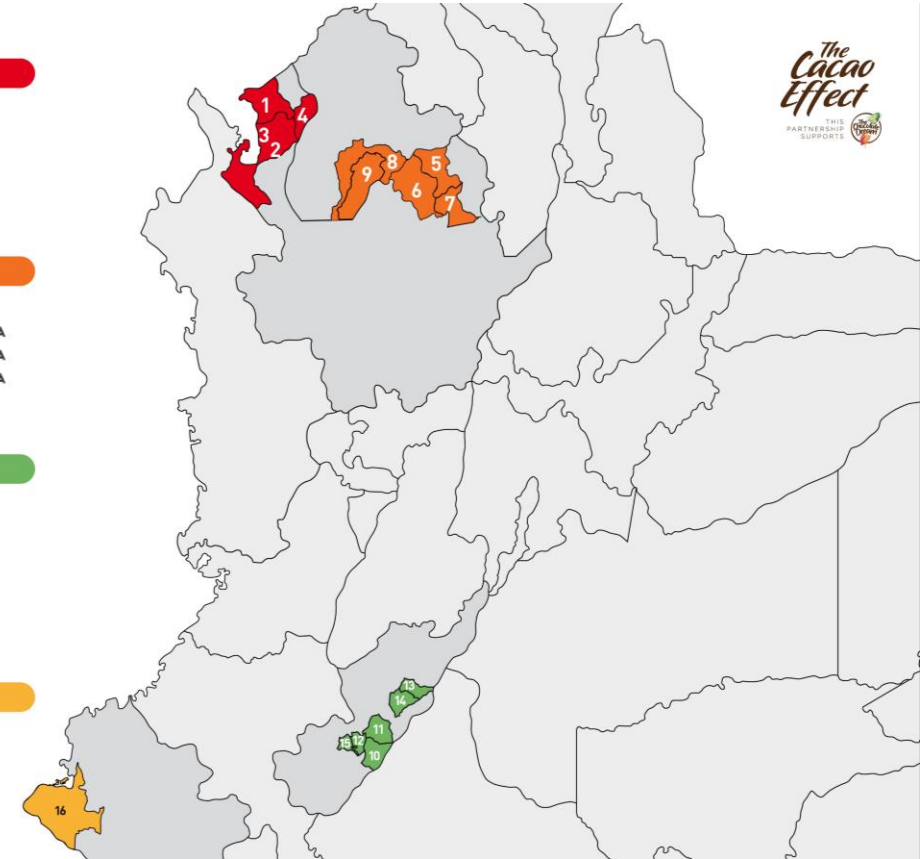
HUILA

10	GARZÓN	HUILA
11	GIGANTE	HUILA
12	EL AGRADO	HUILA
13	RIVERA	HUILA
14	CAMPOALEGRE	HUILA
15	EL PITAL	HUILA

ZONE DEPARTMENT

NARIÑO

16	TUMACO	NARIÑO
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The Cacao Effect is in 16 municipalities of Colombia, and it promotes an innovative rural economic development model in the sector, based on the establishment of anchor crops that share **cutting-edge technology** and the best varieties of Fine Flavour Cocoa that have been tested and marketed nationwide and internationally by Luker Chocolate. The anchor crop is a business and **environmentally friendly** cacao crop, where small cacao producers establish and receive technical support, get ahold of technologies, and take advantage of the company's marketing channels, along with the social strengthening of communities, through empowerment, entrepreneurship, resilience, and education. These aspects allow communities to be empowered so that **sustainable cacao crops become a development trigger** for cacao producers, their families, and the regions.

1.3 INTERINSTITUTIONAL COORDINATION



LAUNCHING THE ACTIVITY

TCE launched the activity in two events, one in Urabá and another in Huila. The Vice President of the Republic of Colombia, the Director of USAID Colombia, and the managers of Luker Chocolate, Luker Foundation, Enel-Emgesa, Saldarriaga Concha Foundation, and EAFIT University attended the event in Neiva on May, 28th. Cacao producers from the regions and the Board of Directors of the associations attended both events.



PUBLIC AND PRIVATE PARTNERS



TCE involved allies such as, SENA which is well known in the regions, ART, to whom a proposal for irrigation in the Urabá was presented and the Ministry of Agriculture. TCE has moved forward building alliances with the following USAID programs: PMA productive and safety activities, as well as, RFI and Bancamía to seek financing according to the needs of small cacao producers.

The contributed leverage:

Partner	%	Leverage Year 1	Trimester 2- 2019	Trimester 3- 2019	Trimester 4- 2019	Consolidated Year 2019
Fundación Luker	1,3%	\$ 164.003	\$ 5.382	\$ 4.619	\$ 171.045	\$ 181.045
Luker Agrícola	13,5%	\$ 1.326.758	\$ 553.516	\$ 564.753	\$ 701.654	\$ 1.819.923
Luker Chocolate	84,5%	\$ 9.052.502	\$ 1.838.976	\$ 5.084.775	\$ 6.915.008	\$13.838.759
Eafit	0,3%	\$ 23.957	\$ -	\$ 5.570	\$ 8.914	\$ 14.484
Fundación Saldarriaga Concha	0,0%	\$ 0	\$ -	\$ 0	\$ 0	\$ -
Enel - Emgesa	0,4%	\$ 40.375	\$ 13.458	\$ 13.458	\$ 13.458	\$ 40.375
TOTAL	100%	\$ 10.607.595	\$ 2.411.332	\$ 5.673.175	\$ 7.810.079	\$ 15.894.586

Trimester=Quarter

ASSOCIATIONS

The established focus in the regions prioritizes the associations that had a commercial relationship with Luker. The initial list included 14 Cacao Producers Associations that were invited to participate in the agreement. TCE does not require producers to belong to an association, as long as there is a commercial relationship between the producer and the association, and the association endorses the producer. The agreement does not promote membership payment to the associations; it encourages the organizational strengthening of the associations.

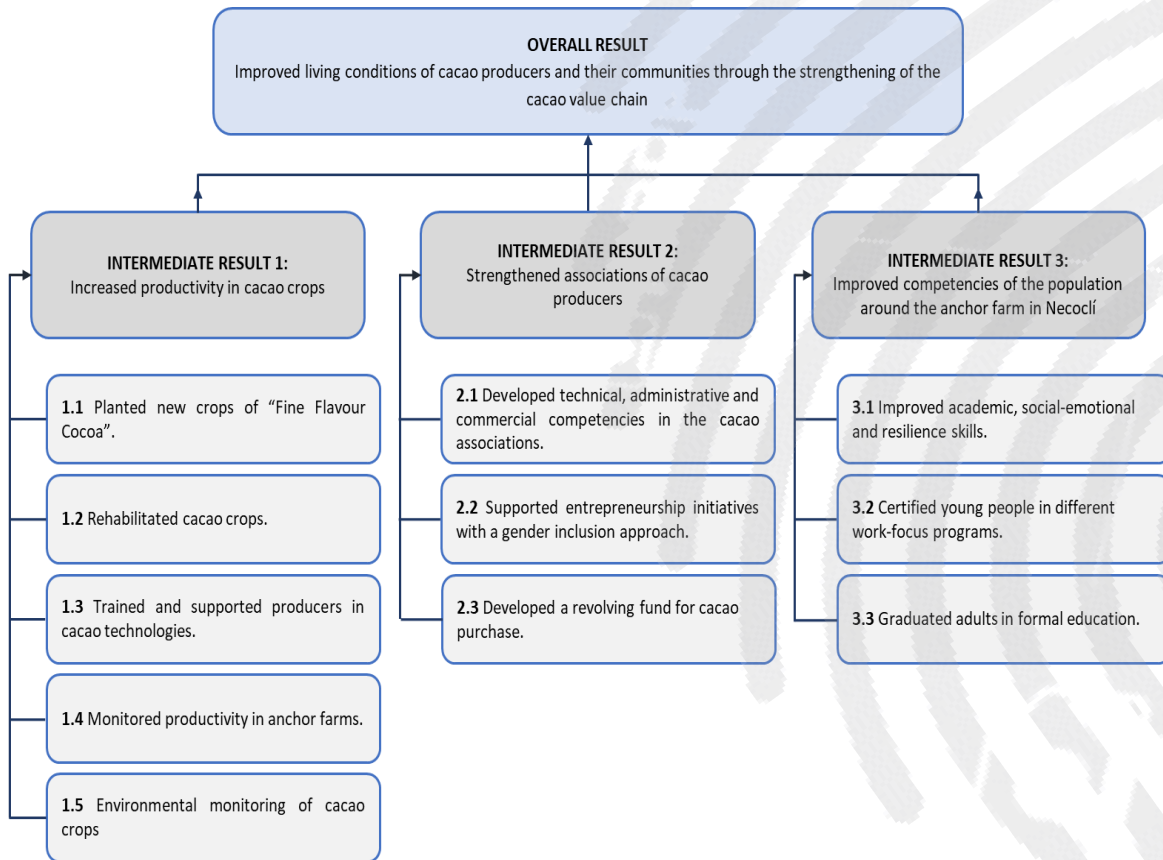


2. PERFORMANCE OF THE ACTIVITY



2. PERFORMANCE OF THE ACTIVITY

TCE has defined a results framework for the program, designed to preserve a causal logic between the objectives with the highest results, the intermediate results and the sub-activities that guide the fulfillment and development of the activity:



During the 2020 planning sessions, TCE created a PITCH to highlight its value proposition of improving the quality of life of cacao-producing families by strengthening their skills and increase productivity, with the technical and commercial experience of Luker Chocolate.

To monitor the overall result, the evolution of cacao sales from producers and leveraged funds to develop the agreement, are monitored continuously.

Overall Results



TCE's cacao sales of the first year were COP\$78,460,060 - USD 29.059 (COP\$2.700/USD1), reaching 80% of the established goal.

2.1 INCREASED PRODUCTIVITY OF CACAO CROPS

PRODUCER SELECTION

TCE completed the first of two phases with the previously selected associations, the beneficiary application process, selecting beneficiaries, and signing agreements of intent.



TCE **selected 446 producers** to join the alliance in the sowing and/or rehabilitation process. Of the selected producers, **372 signed the Agreement of Intent**. All the producers of the associations were invited to participate in the cacao technology workshops. Among the selected producers, resettlement farmers attended the training, with the support of Enel-Emgesa.

HECTARES SELECTED FOR THE SOWING OR REHABILITATION PROCESS



52% OF THE TOTAL



TCE intervenes directly through sowing and rehabilitation. Rehabilitation includes pruning, cup changes, and shade management. It is important to note the additional hectares impacted indirectly, given that the selected producers have additional hectares of cacao on their farms, where they can apply the acquired know-how of the training sessions and/or technical support.

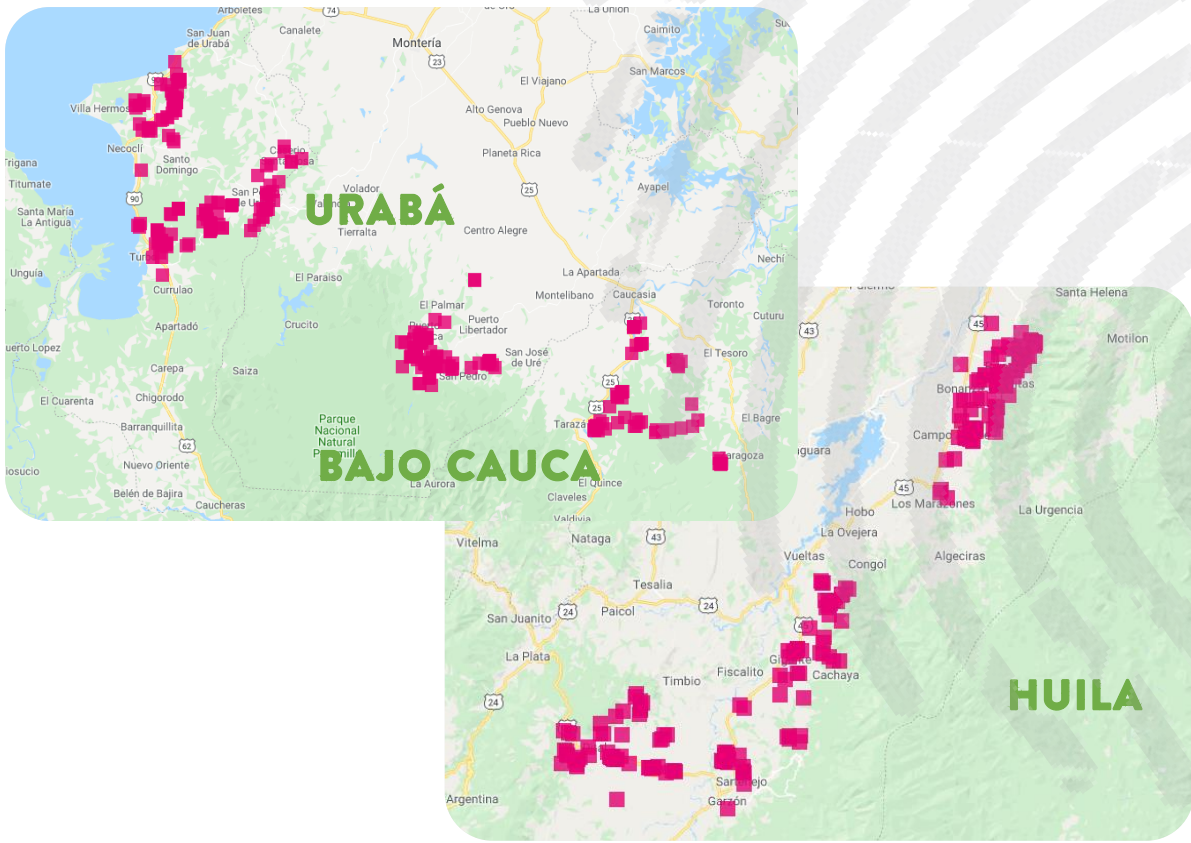
Region	Selected Farmers	Ha. to Sow	Ha. to Rehab	Total
Huila	162	133	200	333
Urabá	124	120	120	240
Bajo Cauca	86		127	127
Total	372	253	447	700

All hectares and related interventions listed in the table are supported by a signed agreement of intent of the producers. Of the 372 producers, 100 participate in sowing, 175 rehabilitation, and 97 in sowing and rehabilitation.

INFORMATION ABOUT THE PRODUCERS



TCE collected **the socio-economic** data of 656 producers, and the **technical profile, geolocation, and soil sample** of the properties of 493 selected producers. These processes were accomplished by visiting the cacao producers one by one, and taking advantage of ALMERA, a technical and systematized data instrument designed for TCE.



TEMPORARY SHADE TREES TO SOW CACAO



In 2020, the project will support 197 producers in their cacao sowing activities. The selected temporary shade trees were guandul for the region of Huila and banana for the region of Urabá. Unfortunately, evidence from ICA identified a potential plague in banana; therefore, TCE worked with the temporary shade tree resources of each producer in Urabá and delivered corn as an alternative.

TCE delivered inputs for **151.3 hectares of temporary shade trees**, which will provide temporary shade for cacao seedlings that will be sown in the first half of 2020.



79 KG CORN
79 HECTARES



72,300
PLANTS OF GUADUL
72,3 HECTARES



REHABILITATION OF CACAO CROPS

272 producers were selected for the rehabilitation process in the second half of 2019. TCE visited the crops with representatives of the cacao producers associations, the producers, and the company in charge of rehabilitation, to identify and establish the process requirements. TCE **rehabilitated 53.8** hectares of cacao crops in the three regions.



HUILA
10,8 HA



BAJO CAUCA
5,5 HA



URABÁ
37,5 HA

REHABILITATION PROCESS : PRUNING, HEALING, CHANGE OF CUP

TRAINING AND TECHNICAL SUPPORT “SOY CACAOCULTOR”

The training and support provided to the producers is crucial during the process. This agreement, as stated by Luker Chocolate, is made with producers and not with crops, because chocolate is made by people and not machines, and customers are passionate entrepreneurs, not logos, nor factories. In the held training sessions, **557 producers** participated. The hands-on approach used during the sessions covered topics such as agroforestry systems, pruning, rehabilitation, and the environmental management plan. Producers received **8,130 hours of training, which translates into 15hrs per producer on average.**



HANDS ON TRAINING

ENVIRONMENTAL MONITORING

TCE carried out the environmental profiling of **366 cacao producers**. These reached a **62%** compliance based on USAID’s mitigation measures. The results set the baseline to improve the conditions, customs, or activities that benefit cacao sowing, the farm, the region, the producers, their families, and the environment, to the greatest extent possible.



IMPLEMENTATION OF THE DIAGNOSTIC INSTRUMENT

The following results are highlighted:

- 64% OWN A WAREHOUSE FOR AGROCHEMICALS**
- 56% PERFORM TRIPLE WASH OF PESTICIDE CONTAINERS**
- 46% HOLD A CROP WITH AGROFORESTRY SYSTEMS**
- 32% HAVE A FIRST-AID KIT ON THEIR FARM**
- 27% HANDLE ORGANIC WASTE**
- 20% TRIANGLE LAYOUT SYSTEM**



GOAL COMPLIANCE

The following table shows the 2019 results compared to the Annual Implementation Plan goals and the AMELP:

1 INCREASED CACAO CROP PRODUCTIVITY						Result 2019 Target 2019	COMPLIANCE
CACAO CROP PRODUCTIVITY		RE-HABILITATED HA	TRAINED PRODUCERS WITH TECHNICAL ASSISTANCE	ENIROMENTALLY MONITORED PRODUCERS			
Rehabilitation/ Sowing & Rehab.	Ancho Crop						
322	355	53,8	280	366			
350	600	50	400	372			
92%	59%	108%	70%	98%			

The productivity baseline of small producers was estimated using the national average; however, the selected producers had a productivity of 322 kg/ha per year.

The anchor crop indicator was not met, yet an update of the goal based on of Luker Agrícola forecast will be suggested.

The training indicator was not met because the actual average training hours were 15, yet 18hrs were required to include the producers in the sum. However, the indicator will be revised, since the producers were trained according to their needs.

In addition to the AIP indicators, a control variable has been included to measure the temporary shade trees hectares. The goal of 141 hectares, was surpassed with a total of 151.3 sowed hectares.

2.2 STRENGTHENED CACAO ASSOCIATIONS

TECHNICAL, MANAGERIAL AND COMMERCIAL DEVELOPED COMPETENCES

With the support of the EAFIT University, the diagnosis of organizational competencies of **14 cacao producer associations** was completed applying ICOR - Strengthened Organizational Capabilities Index, which includes topics such as inclusion & diversity, environmental sustainability, technological management, and innovation. This activity was carried out through workshops and conversations with the representatives and associates of each of the associations. Further, it helped us to identify **areas of improvement** for the strengthening plans.



SETTING BASE-LINE ICOR

On average, the 14 cacao producer associations obtained a score of **41%** of 100%. The associations Asopeca, Afapul, Proasiv, Asoprocar, and Aspropisat stand out, reaching results above 50%.

The management areas with the greatest opportunities are chain & logistics management, innovation, organizational trajectory, partner management, and inclusion & diversity.

Region	Association	Result	
Huila	Asopeca	65,10%	●
Bajo Cauca	Afapul	59,21%	●
Urabá	Proasiv	54,92%	●
Huila	Asoprocar	51,37%	●
Bajo Cauca	Aspropisat	51,33%	●
Urabá	Agrecam	47,26%	●
Huila	Asocacao El Pital	42,73%	●
Huila	Asocagigante	42,45%	●
Urabá	Asoprone	39,19%	●
Huila	Ambicar	34,14%	●
Urabá	Abicaspu	28,52%	●
Huila	La Cacaotera	27,20%	●
Huila	Asoprogrado	21,84%	●
Huila	Asocapotrerillos	9,02%	○
Average		41,02%	●

Improvement Plans were presented to the Boards of Directors in a cooperative methodology. We observed commitment, autonomy, leadership, and motivation to propose dates, activities, and courses of action to strengthen their organization.

The accomplished improvement of the performance through the Strengthening Plan could facilitate financing for the cacao purchase of the diagnosed cacao producer associations.

ENTREPRENEURSHIP INITIATIVES WITH A GENDER APPROACH

Once the entrepreneurship initiatives were identified through the **training of entrepreneurs**, the launch of the 14th version of the EAFIT University **entrepreneurship contest** was performed, which had a specific and unique category for The Cacao Effect, in which **103 entrepreneurship ideas** of their associates and relatives, interested in entrepreneurship, were registered.

Workshops and activities were carried out with the associates and their relatives interested in starting a business. The key objectives were to identify the needs of the area, the entrepreneurship ideas that could meet those needs and/or active ventures that associates or relatives had. TCE through EAFIT Social trained **821 people**, of which 188 attended three or more training sessions.



WORKSHOPS

In the second phase, the entrepreneurs used the **entrepreneurship chart designed by EAFIT Social**, which helped to teach entrepreneurs about creating and defining the business model. Further, it help them to identify key financial aspects to carry out their idea. This included everything from required investment up to fixed costs, variable cost, price, and other elements that account for the sustainability of the business over time.



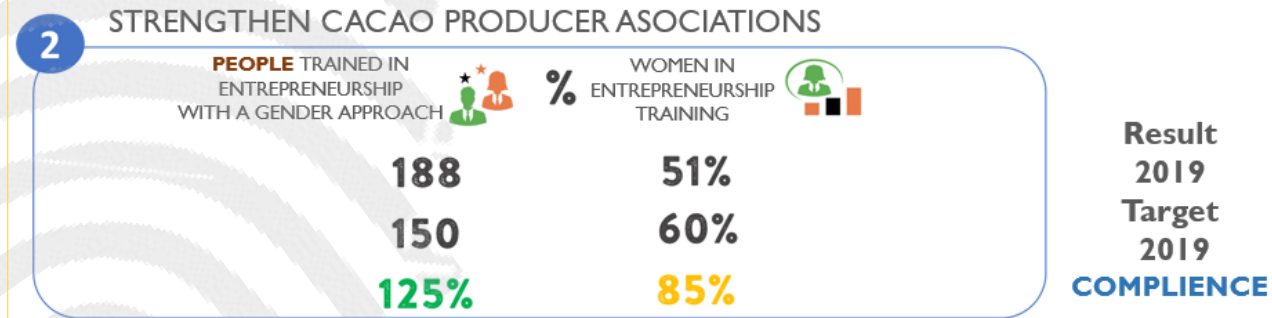
REVOLVING FUND FOR THE PURCHASE OF CACAO

Chocolate implemented \$859.000.000, equivalent to USD318.148 (Exchange rate of COP\$2.700/USD1).



COMPLIANCE OF THE GOALS

The following table shows the 2019 results compared to the set Annual Implementation Plan and the AMELP goals:



The percentage of women's participation was not met; however, the indicator of the number of women trained was accomplished since the goal was 90 (60% of 150), and 96 women were trained (51% of 188).

The number of identified initiatives was included as a control variable, with a goal of 30. 103 initiatives were identified, surpassing the goal at a 343% rate.

2.3 POPULATION AROUND THE ANCHOR CROP IN NECOCLÍ WITH IMPROVED COMPETENCES

TRAINING TO IMPROVE ACADEMIC, SOCIOEMOTIONAL AND RESILIENCE SKILLS

A. CHILDREN

278 children of six schools of the Caribia Educational Institute were trained with the pedagogical model of Escuela Nueva Activa, which allowed them to acquire academic skills and, at the same time, reinforce their social and emotional skills.



In September, the **EGRA** (Early Grade Reading Assesment) test measured students from first through fifth grades. A total of 202 children from the six schools of the IER Caribia were evaluated. 167 improved the number of words read per minute; consequently, **83%** of students improved their skills.



B. CHILDREN AND YOUNG PEOPLE

TCE, through the Luker Foundation, trained **570 students** between the first and eleventh grades in **socio-emotional competencies** of the pedagogical model Escuela Nueva, which worked on different skills such as autonomy, leadership, collaborative work, and conflict resolution among other.



C. TEACHERS

25 high school teachers were trained in socio-occupational orientation to consolidate life projects with students to remain motivated in their training processes and expand their expectations after graduating from high school.

Additionally, they were trained in academic skills to consolidate the Escuela Nueva Activa model, and in socio-emotional skills, which can be replicated in the classroom.



D. RESILIENCE

The **Saldarriaga Concha Foundation** started the selection and training of the work team that will execute the **REHASER** program in Necoclí. It is scheduled to begin in the second half of 2019. Subsequently, the process of selecting beneficiaries started, which includes two stages:

- Targeting process (criteria for inclusion of the population in the program in the 6 settlements)
- Identify teachers, community mothers, and community leaders.

YOUNG PEOPLE CERTIFIED IN LABOR PROGRAMS



62 students acquired their academic training of the technical labor programs. 28 students of the Garitón schools enrolled in **marketing and sales**, and 34 students of the Caribia schools in an **administrative assistant training**. These programs are implemented in agreement with CIME - Educational Corporation Metropolitan Institute of Education.

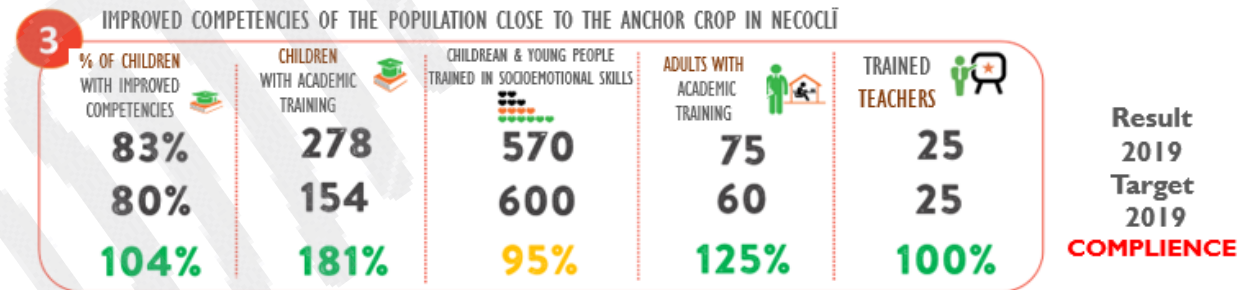
ADULTS WITH FORMAL EDUCATION

22 adults graduated from high school after completing the adult education school cycles. These students, mostly from the communities of Caribia, Limoncito, Santa Rosa and El Mellito, graduated from the facilities of the Caribia Educational Institution. **53 adults** are enrolled in the Reading Cycles.



COMPLIANCE OF THE GOALS

The following table shows the 2019 results compared to the set Annual Implementation Plan and the AMELP goals:



The indicator of children and young people trained in socio-emotional skills was not met because some students started the year and then left the region.

2.4 CROSS-CUTTING COMPONENTS

INCLUSION STRATEGY

The entrepreneurship workshops and activities carried out by EAFIT included a **gender approach**. The activities were designed for associates and their family members to reflect on the importance of identifying the differences between gender and sex, as well as recognizing the role of women in society, the family economy, the community, and in the family.



There was a **51% female participation** in entrepreneurship training.

COMMUNICATION STRATEGY

TCE with USAID set the **Strategic Communications Plan** with three lines:

1. Achieve receptivity of The Cacao Effect alliance in the communities.
2. Demonstrate the viability and potential of The Cacao Effect alliance.
3. Generate ownership in communities.

Actions that were carried out for each of these line, include: brochure, monthly newsletters, Fact Sheet, Image Manual, Communication Toolkit, Pitch, presentations, and Twitter Page.



BROCHURE & EVENTS



MONTHLY NEWSLETTER



PRESS



EDUCATIONAL GAMES



BANNERS



BRAND IDENTITY & BRAND TOOLKIT





3. ADMINISTRATIVE MANAGEMENT

3. ADMINISTRATIVE MANAGEMENT

ADMINISTRATIVE MANAGEMENT

TCE rented and adapted the infrastructure of the offices in Necoclí, Caucasia, Garzón, and Manizales. Further, it has monitored the budget performance, signed contracts to develop technical, operational, and administrative activities, among others.

WORK TEAM

TCE developed a rigorous induction and training plan for Regional and Extension Chiefs at Luker Farm that serves as a training and training center for cacao technologies.



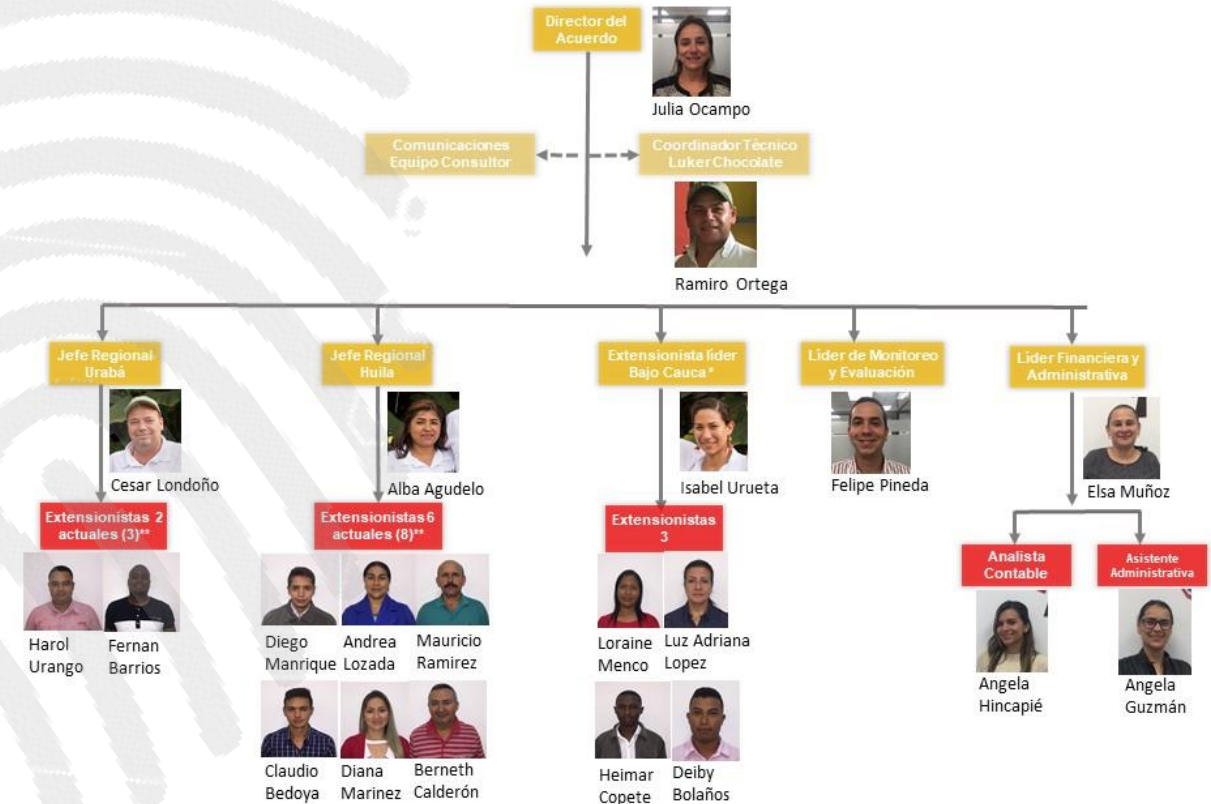
TCE held its 2020 planning event with the attendance of all partners of the Cooperation Agreement and USAID. TCE has made visits to the areas to train its personnel in occupational safety and health and presented the field visits, mobility, and safety protocols.



ORGANIZATION CHART



TCE hired the planned work team to implement the agreement. The region of Tumaco will be included in the second year, including two field technicians. During the fiscal year, the team had 12 field technicians, 3 regional managers, and 5 support employees, in addition to the technical support of Luker Chocolate.



MONITORING AND EVALUATION

TCE developed, presented, and gained the approval of its AMELP by USAID; participated in all the planned and directed workshops of USAID, in which training and guidance were received for the development of M & E activities.

TCE leased to support the productive activities with an **Information System (Almera)**, which served as support for the survey, monitoring, and decision-making of the activity. Further, field visits were made to monitor the progress of the different elements of the activity and compared to the alignment of the fulfillment of the established AMELP goals.



SAFETY

TCE monitored the situation and the actions that altered the public order and security of each region, to establish reaction measures that would allow the TCE team to comply with the contractual requirements of the USAID cooperation agreement and provide the team with tools that adjust to the security situation in Colombia and every region.

REAL TIME SECURITY
THE SAFEST ROUTE



GOVERNANCE

The governance of the agreement was carried out in an organized and proactive manner through three steering committees derived from MOU which met periodically:

1. Strategic Committee: Provide oversight and guidance, and are decision-maker. Met every three months at the Luker Chocolate facilities in Bogotá. Suggested the inclusion of Tumaco.
2. Communications Committee: A skilled and committed committee. It met every month. Recommended the Communications Plan based on the Communications Strategy designed by the FTI agency.
3. Operating Committee: Diverse committee with practical experience. It met every month in each region. Monitored results and presented technical ideas.



STRATEGIC STEERING BOARD

A close-up photograph of a single, green cacao pod hanging from a brown branch. The pod is elongated and has a textured, ribbed surface. The background is a soft-focus green, suggesting a cacao plantation.

**4. LESSONS
LEARNED, CASES
OF SUCCESS &
CHALLENGES**

4. LESSONS LEARNED, CASES OF SUCCESS & CHALLENGES

LESSONS LEARNED

- The cacao producer associations are key allies to build relationships of trust and value, keeping in mind their knowledge of the area and work cooperatively, generates long-term and sustainable relationships.
- Aligning the interventions of GDAs and/or USAID Programs, with the cacao producer associations and the participants, is a crucial element to complement the efforts with the sole purpose of improving the living conditions of the impacted population.
- To ensure that the people participate in the training activities, it is important to plan the dates of the sessions of all components ahead of time, so producers can adjust their schedule and attend.
- Producers are used to receiving free resources and expect projects to provide them resources. TCE is changing the culture of “welfare” to demonstrate that communities are self-sustainable and the private sector can influence rural and social development in the long term.
- The human resources of the regions are very competent and committed. The TCE team that is formed by local people has exhibited this.

CASES OF SUCCESS

- The methodology developed to perform the cacao training plan received by the Regional and Field Technician Supervisors included cross-cutting aspects in addition to the technical contents such as gender inclusion, respect for difference, equality, sustainability, associativity and other relevant topics that are part of the mission and objectives of the Program.
- Having an information system to support field activities allowed TCE to have real-time and reliable information assist the decision-making process.
- The coordinated work between allies and with other USAID programs or activities has allowed TCE to create synergies to achieve the objectives, learn from the experience, and share lessons learned.
- Entrepreneurship training with a gender approach has positively impacted the intervened regions, given that higher levels of awareness about female empowerment in society have been generated.
- Academic and socio-emotional programs have created capacity in people in villages near the Necoclí anchor crop. The communities admire the work that has been carried out in the region.

CHALLENGES

- Cacao producers are not used to contributing. In TCE during year 2, producers must make their first fertilization contributions, essential for productivity.
- As in any agricultural activity, adequate planning of activities must be done with sufficient flexibility to react according to the change in climatic, environmental, and social variables.
- Continue to search for alternatives for producers, in irrigation, financing, fertilization, and creation of shared value.
- The managers of the cacao producer associations have to assimilate the improvement plans and convince themselves of the need to implement them for the good of the association, cacao producers, and the families. At the same time, TCE must offer training focused on prioritized needs that may show early victories.
- Implement actions that reduce the dropout rate of young people and adults, so that the number of students does not decrease during the year.

(MEMORIES)



**THE CACAO EFFECT
PLAY**



**THE PRESIDENT'S
QUESTION**



**MOTHERS EMPLOYED IN THE
ANCHOR CROPS**



**THE FIRST DAY OF
REHABILITATION**

5. INDICATORS AND GOALS

ANNEX 4



6. ANNEXES

- ANNEX 1. SPANISH FACTSHEET**
- ANNEX 2. ENGLISH FACTSHEET**
- ANNEX 3. BUDGET EXECUTION**
- ANNEX 4. INDICATOR PROGRESS**

*The
Cacao
Effect*

THIS
PARTNERSHIP
SUPPORTS



A L L I E S



Vigilada Mineducación